

It starts with  
**Support**

The building blocks  
of  
Air Force  
Recruiting  
Service



August  
2004

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## cover photo



Necessary for smooth operation, support functions are the backbone of Air Force recruiting. (Photo illustration by Tech. Sgt. John Asselin)

## Operations Notes

Did you know the Air Force is still hiring? Yes we are. Due to recent Air Force-wide force shaping initiatives, technical training school classes are being re-aligned to maximize student throughput, placing a hold on job reservations at this time. However, anticipate new job releases in early August, with recruiter goals approximately the same as the first seven months of this fiscal year. Qualified applicants will be placed on a waiting list for jobs. Yes, the Air Force is hiring, and expect even more jobs next year.

Source: AFRS/RSO

## Recruiter Spotlight

### Staff Sgt. Jessica Fabacher

**Job title:** Enlisted accessions recruiter, 361st Recruiting Squadron

**Office location:** Puyallup, Wash.

**Hometown:** Woodland, Wash.

**Time in Air Force:** Eight years

**Time in AFRS:** One year

**Hobbies:** Being with my family, being outdoors and music.

**What inspires you to do what you do?** Making a difference in a person's life.

**What is the best advice you have received?** You never know until you try.

**Career goals:** Get promoted to E-6 and complete my four-year degree.

**What hints can you give others about recruiting?** Be professional and personable at the same time. Look at each day as a fresh start no matter how difficult the day before was. Remember you were an applicant at one time.

**Personal motto:** Give 100 percent or not at all.



# Recruiting needs strong support

**Col. Mark Browne**  
**Chief, Plans and Resources Division**

In today's dynamic recruiting environment, at least one thing remains constant. That is the need for a strong support function for all of recruiting service. The plans and resources division is proud to provide that support and continuously strives to improve both the quality and quantity of support.

Our division works hand in hand with all of Air Force Recruiting Service to help ensure the mission gets done. I would like to take a moment and highlight some of the recent accomplishments of the support folks in AFRS. There have been significant improvements in the areas of personnel, logistics, plans and human resources.

Our personnel staff has spent their time making improvements to the assignment system. Over the past year, they made significant changes that are benefiting all personnel in the field. First, they ensured that letters of intent now get approved prior to an assignment cycle rather than waiting until after assignment matches have been made. This allows our recruiters to know their exact status prior to volunteering for assignments. Second, the recruiter screening team has refined the enlisted accessions recruiter hiring process, making many needed changes. They now take applications directly, without going to Air Education and Training Command. This allows the team the opportunity to conduct an initial screen to ensure the volunteer meets the minimum requirements and also provides the means to track the volunteers' applications through the process.

Our officer personnel team is also doing great things. They have a superb track record of getting officers assigned to AFRS with minimum gaps, thus ensuring the continuity of our squadron headquarters. The logistics branch supervised the purchase of millions of dollars of furniture over the past few years and is striving to finish standardizing and upgrading all recruiting offices. The command now has programmed dollars in place to ensure furniture replacement through the future years defense plan.

Logistics is also working hard to make the distinctive uniform a reality. Although this program has taken longer than we desired to implement, we have won approval from the uniform board and now are awaiting the final results of an integrated process team to execute the program.

Additionally, logistics is working hard with the Army Corps of Engineers on several special programs including enhanced space for recruiting offices, an energy efficiency program, security enhancements and the "Bold Venture" program, which provides funds for new squadron headquarters.

The plans branch recently developed the strategic plan, which articulates the mission, vision, goals and objectives to take AFRS into the future. This is the first strategic plan in at least five years. The branch also worked the recent program objective memorandum build to ensure the funding of the distinctive uniform, Raptor vehicle replacement, furniture, AFRISS improvements and physical fitness facilities for the future. Additionally, it is working a plan to correctly size the command and standardize squadron organization.

Some of our biggest improvements in the past few years have come in the areas of wellness and physical fitness ... the optimum use of human resources. We are working hard to help squadrons develop their wellness programs by providing thorough briefings to flight chiefs, squadron officers, and new recruiters at the schoolhouse as well as assisting commanders in the field with their wellness issues.

The plans and resources division has played a key role in improving the quality of life for AFRS members, and its motto is "The customer is our business." We look forward to playing a key partnership role in the future AFRS mission. Great work is also done by our support troops in the field. They are doing a superb job of executing policies and programs. Let them know you appreciate their work and acknowledge their key contributions to the mission.



**By Senior Master Sgt. Linda Brandon  
Air Force Recruiting Service**

**W**hat you leave off your dream sheet can be just as important as what you include if you're applying for an 8R000 assignment. Sometimes, it might even mean the difference between landing the job you really want or ending up with one you would never dream of volunteering for.

If you want your dream sheet to work for instead of against you, the information you provide must be valid and incorporate the needs of the command, according to Chief Master Sgt. Ken Kowalski, Air Force Recruiting Service command chief.

"The No. 1 rule when filling out a dream sheet is knowing what positions your letter of intent shows you are qualified for," he said "These are the positions you will most likely be selected for so you need to volunteer for them."

This saves a lot of frustration and disappointment, according to Master Sgt. Craig Jones, chief of AFRS assignments and requirements. "Blindly volunteering for jobs that will never provide an assignment match is as useless as hoping to win the lottery but never buying a ticket," he said

When you start comparing your qualifications to assignments listed at <https://www.aetc.af.mil/re-cruiter>, remember that positions the command has designated as priority requirements are always filled first. "We don't have enough people to fill all our vacancies so we prioritize based on current needs," Chief Kowalski said. "Since we're a production business, priority requirements will always be production oriented and will always need to be filled first," he said. "There's no limit on the number of positions you can volunteer for so the best thing you can do is volunteer for all the priority requirements you qualify for," he said. The current priority requirements are flight chiefs, overseas locations, officer accessions and trainers.

"Ignoring these positions and volunteering only



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***“Blindly volunteering for jobs that will never provide an assignment match is as useless as hoping to win the lottery but never buying a ticket.”***

**— Master Sgt. Craig Jones**

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for non-production type jobs is one of the best ways to end up with the total opposite of what’s on your dream sheet,” according to Sergeant Jones. “It can even make you the No. 1 non-volunteer for unfilled priority requirements. When we have to resort to non-volunteers we consider recruiters who are qualified for the positions but didn’t list any as a preference. This means getting stuck with one of the leftover priority requirements all the volunteers passed up.”

By default, not submitting a dream sheet can also make you a non-volunteer. “You’ll still get an assignment,” Sergeant Jones said. “You just won’t have any input.”

Along the same lines, listing only your No. 1 assignment choice is highly discouraged. “No matter what anyone might tell you, this is a risky move and there’s a good chance you’ll end up disappointed,” Chief Kowalski said. “If anyone tells you to go ahead and do this because ‘they will take care of you,’ don’t take them up on it. Our recruiter assignment process is designed to eliminate this kind of favoritism.”

That process, which has been in place for almost two years, is working very well, according to the chief. “We’re still doing a little fine-tuning, but now that we’ve got most of the kinks worked out it’s proving to be a win-win situation,” he said. “AFRS wins by getting recruiters with the right skills where we need them the most, and recruiters win because 98 percent of them are ending up with one of the top three choices on their dream sheet.”

*(Editors note: Detailed information on the assignment process is available in AFRS Instruction 36-2101, Air Force Recruiting Service Military Personnel Programs.)*

# Eleven steps to the next assignment

1. AETC identifies eligible recruiters each cycle. Individuals are eligible 12 months prior to Code 50 expiration date.
2. Eligibles complete a letter of intent requesting one of three options:
  - Return to primary AFSC
  - Compete for reassignment in AFRS
  - Request one-year extension at current location
3. Squadron commander signs LOI with recommendation of job qualifications
4. Group commander signs and approves LOI
  - One copy is provided to the recruiter
  - One copy is sent to HQ AFRS
5. List of eligibles is sent to functional managers at AFPC for release/non-release determination
6. AFPC notifies AFRS of non-released members
7. AETC posts second and third tier ads at <https://www.aetc.af.mil/recruiter>
8. Released recruiters have two weeks to volunteer for as many positions as they desire and qualify for
9. AETC makes assignment matches
10. AFRS notifies field of selected matches
11. Recruiters accept or decline assignment by forwarding completed reassignment validation letter to HQ AFRS/R SXPP

# A Strong Foundation

By Tech. Sgt. John Asselin  
Air Force Recruiting Service

**Real estate and logistics are not the first things you think about when you look at recruiting. But take them away and what do you have? You have a recruiter who better bring good shoes and a lawn chair to work.**

**T**he real estate and logistics branch is the nucleus of recruiting. It leases the offices where recruiters work. It fills those offices with furniture. It brings in a phone so recruiters can call potential applicants. It even gets cars so recruiters can drive to schools and events.

With the help of logistics NCOs in the field, Air Force Recruiting Service's Real Estate and Logistics Branch not only provides those necessities to recruiters, it ensures they are maintained and even improved.

Office improvements have been a major issue in the branch for a few years, according to George Gonzales, a realty specialist at Headquarters AFRS.

"Our enhanced office program is under way," he said. "It adds about 50 percent more square feet to offices, and we hope to have 70 percent of them done over the next 10 years."

Standardization of office equipment is almost completed, Mr. Gonzales added.

“We accomplished quality enhancements to 27 Air Force recruiting offices in fiscal 2003 and have 32 programmed for this fiscal year. That number will probably increase for fiscal 2005.”

The security of recruiters is also a concern for the branch. Changes are being made to both offices and government vehicles, Mr. Gonzales said.

“We’re spending \$12.4 million on security upgrades,” he said. “This includes installing enhanced locks, cameras, metal roll shutters, door chimes and fragmentation film on the windows, as well as securing entrance points.”

Not all offices get the entire list

of security upgrades. Offices in higher risk areas will get more security measures than the others, according to Mr. Gonzales.

“We did a vulnerability assessment, based on FBI reports and situation reports, to determine the security upgrades for the offices,” he said. “We are now executing those upgrades based on risk.” Government license plates on recruiting vehicles in those high-risk areas have been replaced by state license plates.

Recruiters not only need a safe and comfortable place to work, they also need a place to live. Since most are not near an Air Force base, the leased housing program is still available to help

them with a place to call home, according to Sharon Moore, leased housing program realty specialist.

“Leased housing continues to be a viable program and is not going away,” she said. “We’re working on a memorandum of agreement that will allow the Army Corps of Engineers to take care of the properties from cradle to grave. Presently, it leases the properties, but the Air Force is responsible for paying rent and utilities. With the MOA, the corps of engineers will lease and pay everything.”

Improvements are also being made to streamline and standardize programs on the logistics side of the house, according to Master Sgt. Tony Brown, AFRS chief of logistics.

“We now track reports of survey and vehicle mileage on the Xtranet,” he said. “In addition, we’re going paperless with applicant travel. Applicants will now get an e-ticket, so recruiters no longer have to pick up and keep track of paper airline tickets.”

Logistics NCOs in the field will soon be working with a standardized database, Sergeant Brown added.

“Different logistics databases are being used throughout AFRS now,” he said. “Soon we’ll have everyone working with just one database.”

So the next time you’re sitting in your office calling your next DEPper, remember, the people in real estate and logistics are working for you.



Photo by Tech. Sgt. Joel Langton

Staff Sgt. Pedro Ramos, a logistics NCO with the 345th Recruiting Squadron, checks the oil in one of the squadron’s many government vehicles. Logistics NCOs make sure recruiters in their zone have the equipment they need to perform their daily tasks.



# AFRS and the AEF

## Recruiting service troops now fill mobility positions

**By Staff Sgt Marti Ribeiro**  
**Air Force Recruiting Service**

Don't believe the rumors floating around the Air Force – if you are in recruiting service, you can deploy.

In fact, some Air Force Recruiting Service members recently returned from deployment, a couple are deployed now, and some are getting ready to deploy later this year.

“Everybody in a support specialty can expect to be assigned to a mobility position,” said Master Sgt. Gerald Hires, NCOIC of readiness at Headquarters AFRS.

For the last two years, support personnel from around AFRS have been placed into

mobility positions and have begun the process of getting prepared for deployment.

“Approximately 267 AFRS personnel are assigned to a mobility position,” Sergeant Hires said. “The majority of the mobility positions belong to public affairs, information managers, supply and personnel technicians.”

According to Sergeant Hires, many of the deployment taskings are filled at headquarters level.

“We try not to task people in the field unless we have to,” he said.

Sergeant Hires doesn't believe the taskings will affect the recruiting mission in the field. “Based on what's happened in the past, deploying one or two people from a squadron does not seem to interrupt daily business.”

With personnel assigned to the Air Expeditionary Force, AFRS faces a challenge keeping





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***— Master Sgt. Gerald Hires***

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people trained and ready to deploy if tasked.

People in an AEF position should make sure they’re up to date on training such as Law of Armed Conflict, chemical warfare, weapon systems, self-aid and buddy care, and family readiness, Sergeant Hires said.

“While staying up to date can provide a challenge to those squadrons not located near an active-duty installation, there are other ways to acquire the needed training,” he said. According to the sergeant, personnel can receive training at the local Air National Guard or Reserve stations, or they can go TDY to the closest active-duty installation.

Each squadron has a unit deployment manager and it is their job to make sure those assigned to mobility positions are current in all of their training.

As NCOIC of personnel for the 319th Recruiting Squadron, Tech. Sgt Brian Potvin also fills the role of unit deployment

manager for the eight squadron members assigned to mobility.

“Remaining current on all training ensures individuals assigned to a (unit type code) are familiar with issues associated with being deployed,” Sergeant Potvin said. “It also reduces the rush for any last-minute training in the event of a short-notice tasking, allowing the individual to focus on other matters.”

“It’s important that personnel are properly trained and ready to go,” Sergeant Hires said. “It takes the burden off the member if they are tasked to deploy and they are able to spend more time with their family before leaving.”

To stay up to date on training and current issues surrounding deployments, visit <https://aefcenter.acc.af.mil/>.



## Chief's Sight Picture

# Air Force housing: A commitment

## Leadership combats inadequate housing problems for Airmen

**By Gen. John P. Jumper**  
Air Force chief of staff



The foundation of our Air Force is our people. Caring for them and their families remains one of our highest priorities. One way we're making good on that commitment is by providing safe and affordable housing. We are committed to providing our Airmen the quality of housing that is commensurate with the society they protect.

Through privatization, increases in the basic allowance for housing, and a new dorm standard, we are combating the problems of inadequate housing. There is a myth out there that the new ways of doing business mean that we have abandoned our commitment to ensuring all Air Force members have access to adequate and affordable housing. Let me assure you that nothing is further from the truth.

Secretary of the Air Force James G. Roche and I are committed to ensuring all Air Force members have access to safe, adequate and affordable housing either in the local community or on our installations.

Providing housing options in the local community is our first target. Since 2000, we have reduced the average out-of-pocket expenses for members from 18.9 percent of the cost of housing to 3.5 percent today through annual increases in basic allowance for housing. We are on track to eliminate these out-of-pocket expenses by next year. These out-of-pocket expenses affect many of the nearly 60 percent of Air Force families who live off base. Through these increases to BAH, you will have a wider range of affordable housing options in your local community.

We are also aggressively targeting the problem of inadequate housing on base. At the beginning of this fiscal year, there were 40,000 inadequate military family housing units, but we plan to eliminate these through partnerships with private developers and military construction projects. Through a process we call "privatization," we partner with private developers who will build and maintain housing units for Air Force families. These partnership arrangements

# Commitment to our Airmen

allow us to provide quality homes more quickly than we can through traditional military construction.

As of today, we have already built 4,934 new homes through privatization. By 2007, we will eliminate all inadequate housing units in the continental United States, and two years later, we will eliminate inadequate units overseas. Secretary Roche and I view the increased use of privatization as key to meeting these goals so we are working with private developers when it makes sense to do so.

In cases where privatization is neither feasible nor cost effective, we use traditional military construction programs. We also tripled our investment in Air Force-owned housing and improved the size standards to ensure our on-base homes are comparable in size and quality to modem homes available in the local community.

Although we may use developers to construct, maintain and operate military family housing, we have not outsourced our responsibility for the welfare of our Air Force families. We have been and always will be committed to providing the best available housing options for our members — but our methods for achieving this goal have changed. These new methods provide greater flexibility to satisfy our housing needs.

Increases in BAH provide our members greater flexibility to find housing off base. For on-base housing requirements, privatization provides us greater flexibility to build and renovate quality units, while ensuring the contractors are responsive to the needs of residents. Currently, we have privatized more than 6,000 units, and have a very high rate of resident satisfaction. Over the next three years, we plan to privatize a total of 45,000 units. In many cases, the privatized housing is on base property, or just outside the base, making it as convenient as traditional base housing. Privatization is one tool that enables us to provide quality housing to meet your needs.

We are equally committed to providing a quality living environment for our young unaccompanied Airmen. We currently have a shortage of nearly 2,400 rooms, but we are making great strides in filling that gap.

From fiscal year 1996 through this year, we have spent \$1.3 billion in military construction money for new dormitories, and we plan to spend an additional \$735 million over the next five years. With this money, we will eliminate our room deficit and develop an improved room standard called Dorms-4-Airmen (see Page 12). This improved design provides a larger living/sleeping area and a private bathroom in each room. In addition, the new design improves social interaction by connecting four living/sleeping areas to a large living room and kitchen. Each living room/kitchen area will also have a washer and dryer available to the four occupants.

We are also addressing dormitories for technical training. Currently we have a technical training dorm deficit of more than 29 percent, with 40 percent of our existing technical training dorms having three students in rooms designed for two. However, this deficit will be eliminated by 2009, as we build new dorms each year for the next five years. We have already completed construction of eight new technical training dorms in the last five years and have three new dorms under construction today.

Even as we fight the war on terrorism, we have not lost focus on the importance of quality of life for our Airmen. Providing adequate housing allows Airmen to focus on the mission, knowing that their families have a safe place to live.

Ours is the greatest Air Force in the world because of the remarkable people we attract and retain. The old adage that “we recruit individuals, we retain families” has never been more true. I am extremely proud of the progress we have made in our housing program as we strive to make it worthy of the outstanding men and women who make our Air Force the world’s best.



# Troops get new housing

## Dorms-4-Airmen increases quality of life

By Tech. Sgt. Daniel Elkins  
Air Force Recruiting Service

Airmen at six bases begin moving into new dormitories next month as part of the Air Force's efforts to improve living standards. Among the first to see the new dormitories in the coming months are Airmen assigned to Davis-Monthan Air Force Base, Ariz.; Nellis AFB, Nev.; Sheppard AFB, Texas; Hurlburt Field, Fla.; Pope AFB, N.C.; and Barksdale AFB, La.

The Air Force recently updated its one-plus-one dormitory model to a new "Dorms-4-Airmen" standard, offering Airmen more living space, a private bathroom and increased storage.

"This significant improvement in quality of life is a clear signal that the Air Force is focused on investing in our young Airmen," said Chief Master Sgt. Ken Kowalski, Headquarters Air Force Recruiting Service command chief. "Airmen play a vital role in the Air Force and represent our future."

The new standard allows four Airmen to share a larger common kitchen and living room, and a shared laundry area. Individual rooms will range from a minimum 129 square feet to as much as 289 square feet, depending on the design. This has increased from 121 square feet in the previous

standard.

Airman 1st Class Shateka Gowdy, an air traffic controller at Randolph AFB, Texas, resides in an older dorm, where she shares a bathroom with another Airman. She looks forward to changes in the standard and the addition of shared common areas.

"It will be nice to have a little more room to bring in a sofa and be able to cook with something more than a microwave."

In addition to the larger personal living space and privacy, the dormitory buildings will also offer a multi-purpose area, such as a game or television room, and a vending room. Another change

for many Airmen includes having mail service centrally located within the dormitory campus instead of having to visit the base post office.

Planners are also going to great lengths to ensure dorms are built in areas offering quick access to the dining hall, shoppette, cleaners, enlisted club and sports and recreational areas.

"There are a lot of advantages to living in a dorm," said Airman Gowdy, 20. "You're close to food and there are no bills to pay. It provides you a chance to get your finances in order whether you want to save money or buy a car."



The new Dorms-4-Airmen standard offers private bedrooms and bathrooms, and a common kitchen and living room. They will also have mail service centrally located within the dormitory campus.

## ***Tobacco policy***

Tobacco use and possession is no longer allowed for non-prior service technical training students at any time while on base or in uniform.

The change is listed in Air Education and Training Com-

mand Instruction 36-2216, "Administration of Military Standards and Discipline Training," published June 16.

The no-tobacco use policy has been in place since May 10 under a memorandum from the AETC Technical Training

Programming and Administration Division until the instruction was formally published.

Before the policy change, technical training students could use tobacco products on base after duty hours, provided they were out of uniform and had reached at least Phase III of the enlisted phase program. Now Airmen may only smoke when off base and out of uniform.

## **Air Force One Source helps Airmen, families**

Now having been in place more than five months, the Air Force's 24-hour-a-day Air Force One Source live help line and Web site has made great strides in helping Airmen and their families.

The program is designed as a "beyond the gate" support and referral system to help address personal and family support needs for active-duty Airmen, reservists and Guardsmen, Air Force officials said.

Many recruiters may recognize Air Force One Source from the LifeWorks service, according to Maj. Sharon Bailey, Air Force Recruiting Service chief of human resources.

"AFRS offered LifeWorks to geographically separated recruiters so they would be able to get information and referrals within the local community," she said. "DoD was so impressed with the LifeWorks Program that Congress decided to buy the

service for all military members and their families. Now we call it Air Force One Source. You can go on the web for information or you can talk to a counselor at anytime. This program meets the people where they are, whenever they happen to be in need of assistance."

While on the Air Force One Source Web site, customers can find booklets, audio recordings and other materials to help answer questions, some of which can be mailed.

All of the Air Force One Source programs are available to the military and their family members from anywhere in the world.

For more information, visit [www.airforceonesource.com](http://www.airforceonesource.com), or call 1-800-707-5784.

For first time users, the user ID for logging on is "airforce" and the password is "ready." They can be changed at a later date.

## ***Air Force races in Richmond on 9/11***

The Air Force is participating in NASCAR's tribute to the nation on the third anniversary of 9/11, during the Chevy Rock and Roll 400 at the Richmond International Raceway.

Ricky Rudd, driver of the No. 21 Motorcraft Racing / U.S. Air Force Ford Taurus, will drive a specially painted car featuring Air Force colors and logos at the Sept. 11 race.

The Air Force has been the primary associate advertiser with the Wood Brothers' No. 21 car for four seasons, including two with driver Ricky Rudd, winner of 23 NASCAR races spanning a nearly 30-year career.

"NASCAR provides the Air Force an outstanding opportunity to reach potential recruits and their families, provide support to our recruiting effort and increase awareness of the Air Force among the general public," said Lt. Col. Steve Murray, Air Force Recruiting Service's chief of public affairs.

## ***Recruiting tour***

More than 70 potential Air Force applicants recently got to see quality of life features at Seymour Johnson Air Force Base, N.C., during a tour hosted by the 4th Fighter Wing.

The tour group had an opportunity to see the airman's dormitory and the new enlisted housing area. They also received a tour of the fitness center and enlisted club.

The group took a trip to the flightline where they viewed an F-15 static display. They were later treated to a barbecue dinner and a chance to talk to Airmen from different career fields.

The day ended with closing remarks by Brig. Gen. Eric J. Rosborg, 4th FW commander, and a delayed entry program swear-in ceremony.

"I was impressed with the attendance and enthusiasm, to include the support of their parents," General Rosborg said.

The general has suggested the tour and the ceremony be held on a quarterly basis, according to Robin DeMark, 4<sup>th</sup> FW Public Affairs.

## ***Office shooting***

A recruiter in San Leandro, Calif., was recently shot at in his office by a man who later com-

mitted suicide.

The gunman fired several times at the 364th Recruiting Squadron recruiter without hitting him. The gunman then fatally shot himself.

The Air Force Office of Special Investigations is working with San Leandro Police to investigate the incident.

## ***Uniform survey***

A Web site for Airmen to provide feedback on the proposed utility uniform is now online. The Internet survey gives Airmen a chance to voice their opinions on the new uniform. The survey is available at [www.uniforms.hq.af.mil](http://www.uniforms.hq.af.mil).



Photo by Staff Sgt. Sean White

## ***DEP swear-in***

**LAKE CITY, Fla.** — Lt. Col. Mike Chandler, commander of the U.S. Air Force Thunderbirds, talks to the crowd at the Lake City air show before administering the oath of enlistment to 64 members of the delayed entry program. The DEPpers were all recruited by the 336th Recruiting Squadron from southern Georgia and northern Florida.



# June/July Promotions

|                               |  |                           |         |
|-------------------------------|--|---------------------------|---------|
| <b>Major</b>                  |  | Murphy Hollingsworth      | 348 RCS |
| Verona Boucher                |  | Matthew C. Jackson        | 347 RCS |
|                               |  | David W. Janssen          | 341 RCS |
|                               |  | Joseph E. Jobin           | 361 RCS |
| <b>Chief Master Sergeant</b>  |  | Jimmy D. Jones            | 341 RCS |
| Jeffrey A. Lesko              |  | Zenaida Long              | 317 RCS |
| Thomas C. Pigford             |  | Michael F. Parsons        | 362 RCS |
|                               |  | James B. Werczynski       | 338 RCS |
|                               |  | Jason R. Wilson           | 348 RCS |
| <b>Senior Master Sergeant</b> |  | William R. Wright         | 367 RCS |
| Patricia J. Barry             |  | <b>Technical Sergeant</b> |         |
| Matthew R. Davis              |  | Wendy Barnes              | 349 RCS |
| Cheryl D. Farr                |  | Catherine F. Milam        | 347 RCS |
| Pamela J. James               |  | Jonas P. V. Patterson     | 345 RCS |
|                               |  | Jason Scandrol            | 343 RCS |
| <b>Master Sergeant</b>        |  | Matthew W. Schneider      | 314 RCS |
| Manuel Ayala                  |  | Maximo R. Serda II        | 362 RCS |
| Gregory Baker                 |  | Lamont L. Thorpe          | 314 RCS |
| Kelly S. Boso                 |  | James Toby                | 349 RCS |
| Quillie J. Brabham Jr.        |  | Steven M. Zuege           | 333 RCS |
| Stefanie D. Coffee            |  | Anthony W. Bekoff         | 368 RCS |
| Keith Cox                     |  | Bernadette Carroll        | 313 RCS |
| Robert Debord                 |  | Scott A. Conner           | 361 RCS |
| Donald C. Ewell               |  | William E. Eihusen        | 338 RCS |
| Vincent B. Garrett            |  | Gerry R. Gibson           | 319 RCS |
| Charles C. Gillins            |  | Edward J. Griffith        | 338 RCS |
| Joseph Hunter                 |  | Jason M. Harrison         | 332 RCS |
| Craig A. Laboray              |  | Matthew N. Kostos         | 348 RCS |
| Diane M. Martinez             |  | Joshua H. Layfield        | 342 RCS |
| Dexter L. Nails               |  | Melissa M. Medina         | 364 RCS |
| Joseph C. Pearcey             |  | Adam J. Reed              | 342 RCS |
| Richard Potter                |  | Sascha L. Richardson      | 333 RCS |
| Reginald E. Prothro           |  | Edward L. Sponenburg      | 368 RCS |
| Lawrence A. Stewart           |  | Mark D. Winters           | 338 RCS |
| Scott J. Wealton              |  | Jason M. Wyche            | 344 RCS |
| Donnie Wilson                 |  | <b>Staff Sergeant</b>     |         |
| Maria A. Abrego               |  | Jeremy D. Moberg          | 319 RCS |
| Mario Aceves Fonseca          |  | Carlos Morales-Castillo   | 364 RCS |
| Gary D. Attama                |  | Jason I. Nickel           | 361 RCS |
| David A. Barnes               |  | Martha E. Orlen           | 337 RCS |
| Barrington E. Bartlett        |  | Kenneth N. Pierceall      | 349 RCS |
| Daniel C. Cady                |  | David M. Poff             | 343 RCS |
| Abbelyn Carey                 |  | Nathan P. Singer          | 330 RCS |
| Kenneth A. Duckworth          |  | Sean J. Smith             | 311 RCS |
| Tihamer C. Fenyo              |  |                           |         |

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# Recruiting Flashback

## 1965



**Winter readiness** — Tech. Sgt. Vincent Ferrari (left) and Airman 2nd Class H. Smith Jr. of the 3501st Recruiting Group transportation section, start distributing snow tires to be used by recruiting vehicles throughout New York and New England.